

(a) INSTITUTE OF DEVELOPMENT  
MANAGEMENT [BOTSWANA, LESOTHO  
AND SWAZILAND].

(b) Regional Conference for Small Business  
Development Organisations, Maseru, 1982  
[Report on the regional conference for  
small ...]

# Institute of Development Management

[BOTSWANA, LESOTHO  
AND SWAZILAND]

(b) Regional Conference for Small Business Development  
Organisation  
Maseru, 1982

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REPORT ON THE REGIONAL CONFERENCE  
FOR SMALL BUSINESS  
DEVELOPMENT ORGANISATIONS

by

GERRY WEERARATNA  
(CONSULTANT/LECTURER IDM)

**Botswana  
Lesotho  
Swaziland**



REPORT ON THE REGIONAL CONFERENCE  
FOR SMALL BUSINESS  
DEVELOPMENT ORGANISATIONS

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(CONSULTANT/LECTURER IDM)

REPORT ON THE SMALL BUSINESS DEVELOPMENT ORGANISATIONS  
REGIONAL CONFERENCE FOR THE BLS COUNTRIES HELD AT  
LESOTHO HILTON INTERNATIONAL MASERU ON  
26TH - 28TH JULY, 1982

NARRATIVE

Further to discussions with small business agencies in the BLS countries, the Institute of Development Management convened a three-day conference in Maseru, Lesotho, from the 26th to 28th July, 1982.

The background and *raison d' être* for the meeting was to bring together organisations responsible for the development of small businesses in the region and to provide an opportunity for them to discuss matters of common interest, share experiences, examine the state of development of small business, identify problems and formulate common strategies for this sector. The conference commenced on the morning of 26th July and was officially opened by the Honourable Minister for Trade, Industry and Tourism in Lesotho, Mr. J.C. Masithela. A summary of his remarks are at Annex 'A' to this report.

CONFERENCE DELEGATES

The main delegates to the conference were top management teams of the small enterprise development organisations in the region viz the Botswana Enterprise Development Unit (BEDU) of Botswana, the Small Enterprises Development Company (SEDCO) of Swaziland and the Basotho Enterprises Development Corporation (BEDCO) of Lesotho. The newly formed Small Enterprise Development Organisation of Malawi (SEDOM) was invited to the Conference as observers, but failed to attend due to the lack of funds.

Pre-Conference publicity however generated a considerable amount of interest in the Conference and the following organisations sent representatives to the conference and they were afforded observer status.

Lesotho National Development Corporation (LNDC) Lesotho  
Urban Foundation of South Africa  
Lesotho National Chamber of Commerce, Lesotho  
Peat Marwick Mitchell and Co; Republic of South Africa  
United Nations High Commission for Refugees, Lesotho  
Ministry of Trade Industry & Tourism, Lesotho  
Office of His Majesty, Kingdom of Lesotho.

Mr Gerry Weeraratna, Consultant/Lecturer in Management,  
IDM Lesotho acted as Conference Co-ordinator  
The list of participants is at Annex 'B'

#### CONFERENCE PROCEEDINGS

After delegates had introduced themselves, the Conference  
Agenda took the form of three distinct phases over the  
three days :

- Phase I was devoted to company presentations
- Phase II comprised special presentations on  
specific topics
- Phase III was devoted to general discussions on  
pre-identified key areas relating to small  
business development.

The Agenda to the Conference is at Annex 'C'

#### Phase I - Company Presentations

Chief executives of each of the small enterprise development  
organisations made a presentation outlining their role,  
activities, problems and future plans and strategies. Each  
presentation was followed by questions and discussions in  
plenary session by the conference.

Mr. J.R. Monametsi (Director/BEDU) who made the first  
presentation said that the main difficulties BEDU  
experienced was the result of it being a government depart-  
ment. Day-to-day problems had to be referred to higher  
authority and this led to delays in decision making and  
implementation of plans. BEDU which had 87 enterprises

in 1979, was now in the process of a consolidation exercise he said, where industrialists who have failed to make the grade in the past 5 years would be phased out.

He detailed the criteria BEDU would employ in determining failure and then dealt with the services BEDU offered to their industrialists.

He said BEDU had launched an intensive training programme using the Management by Objectives approach and induction programmes were held from time to time. Feasibility studies were being undertaken for new products such as the re-cycling of used oil he said, and promotional efforts were underway to encourage Batswana to buy locally produced goods. Mr. Monametsi also said that a great disadvantage to entrepreneurs was the difficulty in obtaining raw materials. Finally, he said that although in the past joint ventures were not very successful, BEDU was undertaking feasibility studies to look into this aspect anew.

Mr. Vincent Khathwane, Managing Director, SEDCO opened his presentation with a short account of the history of SEDCO. He said SEDCO was a subsidiary of NIDCS and was guided by the objectives of the national development plan of Swaziland. The major project being undertaken by SEDCO was its glass factory at Ngwenya, where 38 people were employed and which had a working capital of E117,000. Mr. Khathwane then displayed data on some of the other SEDCO projects and outlined SEDCO's efforts in entrepreneur training such as its induction scheme and selection techniques. He also enumerated the activities carried on in each of the six SEDCO industrial estates. Some interesting figures were put forward in regard to SEDCO's kinds of projects, equity investments and ratio of employment for each one of them.

Mr. Khathwane also said that SEDCO was presently engaged in an exercise of determining which of the unsuccessful enterprises had to be closed down. He finally touched on efforts to purchase land for those industrialists who graduated from SEDCO and on the risks of joint ventures with expatriates. In conclusion, Mr. Khathwane said that close co-ordination between SEDCO and NIDCS was necessary and made a reference to the marketing assistance given to entrepreneurs by SEDCO.

Mr. Ben Sebatane, Managing Director of BEDCO made the final company presentation. After tracing the history and origins of BEDCO, Mr. Sebatane outlined BEDCO's purpose and objectives. The size of loans provided by BEDCO ranged from M1,000 to M75,000 he said and the corporation insisted on 25% equity contribution from the entrepreneur. This fact he said was to obtain a strong financial commitment by an entrepreneur and discourage the would-be speculator.

One of the major obstacles BEDCO faced he said was the poor rate of repatriation of funds borrowed by entrepreneurs and the entrepreneur's belief that because BEDCO was a grant-funded organisation, capital and other services provided should also be grants to them (the entrepreneurs). This problem Mr. Sebatane said is now being controlled stringently. In addition a new extension services department has been set up to provide training, consultancy, financial counselling and marketing assistance to client enterprises. Mr. Sebatane felt that such an integrated and co-ordinated programme of support would be all-embracing and effective. He finally proposed that IDM should involve itself in regional studies on such support programmes and analyse and evaluate their effectiveness.

## Phase II - Special Presentation

Four presentations on special topics were made by the ILO, IDM and the consulting arm of Peat Marwick Mitchell & Co Ltd.

Mr. Martin Boodhoo the ILO Regional Advisor in Small Enterprise Development for Southern Africa, made the first presentation on "A medium term strategy for the development of small enterprises in Eastern and Southern Africa". This presentation generated considerable interest at the conference. Mr. Boodhoo examined some of the critical institutional and operational problems affecting small businesses and proposed an institutional framework be set up in the sub-region.

He said an advisory body under the aegis of the BLS governments should be formed to assist small business agencies and enterprises in such matters as policy formulation and co-ordination of small enterprise development activities. This aspect of a national and/or regional advisory council was well received by the Conference. A particular proposal within Mr. Boodhoo's presentation i.e. that of creating a sub-regional project on Rural Development and Extension services was considered in the final deliberations and recommended by the Conference for implementation. The project idea is documented at Annex 'D'.

Mr. Gerry Weeraratna on behalf of IDM presented a paper on a "Training proposal for small business entrepreneurs." He enumerated some of the barriers to the effectiveness of training programmes and suggested a three-tier approach to the training of small businessmen. He said that a cycle of training should be developed where training programmes proceed pari passu with the development of the business. He suggested a pre-development phase (1-6 months), a development phase (1 - 2½ years), and a post-development phase (3 - 5 years), and explained the content that should be covered under each phase of training.

The third special presentation was made by Mr. Dion De Beer, a Director of Peat Marwick Mitchell & Co. He recounted his company's experience in consultancy services offered in Southern Africa and explained the scope and range of services offered by them. Mr. De Beer finally explained to the conference the advantages of using management consultants in general and highlighted specific areas where his company could usefully assist small enterprise development organisations in the region.

The last special presentation was once again made by Mr. Martin Boodhoo. He explained the special training package for small businessmen developed by SIDA and the ILO called "Improve Your Business". He explained it had already been introduced in Kenya and other countries and suggested that ILO and IDM should co-operate in launching an adapted version of the programme on a regional basis for the BLS countries. This suggestion was accepted by the conference.

### Phase III - Key Areas and Special Topics

The third phase of the conference was devoted to a discussion of topics that had been previously identified as being of special interest to the participant organisations. A few topics that arose out of earlier discussions were also taken up at this point and there were a few presentations made on some of these topics. The list of topics discussed were as follows :-

- . INDUCTION PROGRAMMES
- . INTERNAL CONSULTANTS TRAINING
- . SUCCESSFUL AND UNSUCCESSFUL ENTERPRISES
- . PROJECTS
- . MANAGEMENT DEVELOPMENT - CORE STAFF AND INDUSTRIALISTS
- . EXCHANGE OF STAFF IN THE REGION
- . BOOK-KEEPING AND RECORD-KEEPING



- . MARKETING STRATEGIES
- . CORPORATE PLANNING/MBO AND ZERO BASE BUDGETING
- . PRODUCTION PROBLEMS
- . PRODUCTIVITY MEASUREMENTS
- . OVERSEAS TRAINING AND ATTACHMENTS
- . TRAINING NEEDS SURVEY
- . SMALL BUSINESS ADVISORY COMMITTEE

Short special presentations were made by the following persons :-

1. Mr. Sipho Nkambule, (SEDCO) : SEDCO's induction  
training programme
2. Mr. J.R. Monametsi (BEDU) : The successful and  
unsuccessful enterprise
3. Mr. H. Borman (Urban Foundation): The three levels of  
consultancy (based on the Malcolm Harper Model)
4. Mr. T. Makara, (BEDCO) : Marketing strategies for small  
Business.

#### ACTION PLAN

Mr. Gerry Weeraratna IDM acting as Chairman for the conference, then proposed that a select committee of the three chief executives of BEDU, BEDCO and SEDCO formulate an action plan to be followed after the conference.

This committee after deliberation proposed ten resolutions to the plenary session for adoption and these are listed in the form of a chart at Annex 'E'. The conference then concluded with a cocktail party on the evening of the 28th July where Mr. Sam Montsi Managing Director of LNDC made the concluding remarks.

CONFERENCE CO-ORDINATORS COMMENTS

It behoves me to make the following points in conclusion.

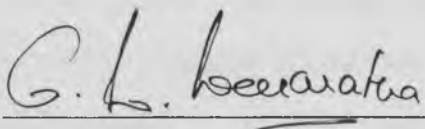
1. The conference was well attended and the delegates were most enthusiastic in trying to identify and resolve their problems which appeared to have a common pattern in the three countries. In particular BEDU, BEDCO and SEDCO must be commended for the comprehensive preparations and presentations they made at the conference.
2. The observer delegates made valuable inputs and contributed meaningfully to the success of the conference.
3. The major source of funding for the conference was SIDA, although funding by international organisations for conference expenses must in future be assured prior to the conference. We would have appreciated a contribution from ILO in particular, since this is a key area of their concern. However, the presence of Mr. Boodhoo, the ILO regional advisor who made a qualitative contribution was much appreciated.
4. Peat Marwick Mitchell and Co. the Urban Foundation and BEDCO deserve the special thanks of IDM for substantial cash donations towards conference costs.
5. There was an unanimous request for this conference to be held annually in rotation among the BLS countries.

The writer of this report however feels that once in two years may be more effective in terms of consolidation and review of progress and of course because of difficulties in obtaining the necessary funding on an annual basis.

6. IDM and ILO have been charged with several aspects of follow-up activity. It appears that a full time approach to this key area of development by fielding at least one expert may be necessary, perhaps on a regional basis i.e. for the BLS countries.
7. It appears important that each development organisation now submits to IDM perhaps in detail what contribution is expected on a regional or in country basis both from a training and operational support point of view.
8. It would appear that the conference brought up several general and specific problem areas. It is suggested that IDM undertakes a scientifically based training needs survey in order to:
  - a) Ascertain and identify which organisations are involved in the field of small enterprise development in the region, for example UNHCR in Lesotho (and I believe in the region) now has a mandate to investigate and implement entrepreneurial development and employment creation for refugees.
  - b) Assess and address the training needs in a practical manner.
  - c) Launch regional courses for core staff and industrialists, and
  - d) Assist in training internal consultants for small enterprise development organisations.

CONCLUSION

Finally I would like to thank BEDCO for permission given delegates to tour its facilities after the conference, and to the Lesotho Hilton for providing the facilities for holding a successful conference.

A handwritten signature in dark ink, appearing to read 'G.W. Weeraratna', is written over a horizontal line.

G.W. Weeraratna  
Consultant/Lecturer in Management  
Conference Co-ordinator

OPENING REMARKS FOR THE HONOURABLE MINISTER  
OF TRADE, INDUSTRY & TOURISM AT THE OFFICIAL OPENING  
OF THE SMALL BUSINESS DEVELOPMENT CORPORATIONS CONFE-  
RENCE ON JULY 26 - 1982. AT THE LESOTHO HILTON.

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I am pleased that IDM has asked me to open this important conference. The responsibility for small business development in Lesotho, falls within the ministry I represent. It is an area that needs special attention because it represents the conerstone for the sustained development of our economy. It is our hope that deliberations and recommendations by people of your experience and calibre will benefit the small business development in our sub-region.

I am told that this conference of small business development corporations has generated a lot of interest. I am advised that the Commonwealth Secretariat, ILO, UNDP and our own Lesotho Chamber of Commerce and Industry are also attending. This is very encouraging. International organisations have and will always play an important part in small business development. While the small business development corporations may facilitate and service the small business development, it is the Chambers of Commerce that remain with the bigger development responsibility in this area.

Small business has an important role to play in any country's economy. In our case it has demonstrated that providing the goods and services to our own people by our own people is not only possible but desirable. It is the nursery for the indigenous industrialist or businessman. It also provides opportunities for the employment of our people who also acquire industrial and other skills in the course of their employment with small business.

It is the small business corporations who should ensure the success of small businesses under them. The provision of loans and facilities to entrepreneurs is not enough. Our corporations must play a more active and positive role in the development of small business. I leave it to you, to more specifically define the problem and come out with modalities for solving it. With the wealth of experience you have, you must now seek new strategies and discard those that have obviously failed. You must learn - as you no doubt have come together to do - from the successful experiences of each other. You must above all be alive to the aspirations of the small businessman and his environment. You must translate business concepts into day-to-day occurrences. You must always be conscious that a business must develop and grow and not stand still. You must remember at all times that the success of the small business community in our midst represents the progressive economic emancipation of our people.

Before I conclude my remarks I would like to commend IDM for organising this conference. I believe they will have a positive and meaningful contribution to make towards meeting the training needs of small businessmen and entrepreneurs as well as providing continuing support to our corporations.

I hope those of you who come from outside Maseru will enjoy your stay in this exciting city. I wish you very fruitful deliberations and good luck.

Thank you.

SMALL BUSINESS DEVELOPMENT ORGANISATION  
REGIONAL CONFERENCE  
26TH-28TH JULY, 1982

Anne 'B'

List of Participants

<u>Name</u>	<u>Designation</u>	<u>Organisation</u>	<u>Country</u>	<u>Address</u>
Austin V. Mr.	ILO Consultant	UNHCR	Britain	C/O UNHCR Box 746 Maseru 100
Boodhoo M. Mr	Regional Advisor	ILO	ILO Office Lusaka	Box 32181 Lusaka Zambia
Bornman H. Mr.	Extension Officer	Urban Foundation	South Africa	Box 9868 Johannesburg
De Beer D. Mr	Senior Consultant	Peat Marwick Mitchell	South Africa	Box 7400 Johannesburg
Dire F. Mr	Project Controller	Urban Foundation	South Africa	Box 9868 Johannesburg
Hlaoli N. Mrs	Industrial Promotion Officer	Ministry of Trade & Industry & Tourism	Lesotho	Box 747, Maseru
Jafeta S. Mr	Training Manager	BEDCO	Lesotho	Box 1216 Maseru
Kole C. Mr	Legal Officer	UNHCR	Lesotho (Dutch)	Box 746 Maseru
Makara T, Mr	Director - Marketing	BEDCO	Lesotho	Box 1216 Maseru
Makase T. Mr	Country Director	Institute of Develop- ment Management	Lesotho	Box 1318 Maseru
Milstein D. Mr	Manager, Business Development	Urban Foundation	South Africa	Box 9868 Johannesburg
Mothibe H. Mr	Planning Officer	Ministry of Trade Industry & Tourism	Lesotho	Box 747 Maseru
Monametsi J. Mr	Acting Director	BEDU	Botswana	P/Bag 0014 Gaborone Botswana
Motsa A.S. Mr	Financial Controller	SEDCO	Swaziland	Box A186 Mbabane Swaziland
Molefi Joe Mr	Journalist	LNDC	Maseru	Box 666 Maseru



SMALL BUSINESS DEVELOPMENT ORGANISATION

REGIONAL CONFERENCE

26TH - 28TH JULY 1982

List of Participants

<u>Name</u>	<u>Designation</u>	<u>Organisation</u>	<u>Country</u>	<u>Address</u>
Moyo, Edna Ms.	Textile Garment Advisor	BEDU	Botswana	P/Bag 0014, Gaborone Botswana
Khathwane, V. Mr.	Managing Director	SEDCO	Swaziland	Box A186, Mbabane
Koloko, M.H. Mr.	Senior Executive Officer	Office of His Majesty	Lesotho	The Palace, Maseru
Nthongoa, J.M. Mr.	Chairman	Lesotho Chamber of Commerce	Lesotho	Box 79, Maseru
Nkambule, S. Mr.	Estates Admini- stration Manager	SEDCO	Swaziland	Box A186, Mbabane Swaziland
Ramotete R. Mr.	Deputy Managing Director	BEDCO	Lesotho	Box 1216, Maseru
Satava L. M.	Training Coordinator	BEDU	Botswana	P/Bag 0014, Gaborone Botswana
Sebatane, B. Mr.	Managing Director	BEDCO	Lesotho	Box 1216, Maseru Lesotho
Tlebere, K. Mr.	Director, Projects and Investments	BEDCO	Lesotho	Box 1216, Maseru Lesotho
Weeraratna, G. Mr.	Consultant/Lecturer in Management	IDM	Lesotho	Box 1318, Maseru Lesotho

AGENDAMONDAY 26 JULY

- 0830 - 0930 - OFFICIAL OPENING BY THE HONOURABLE  
MINISTER FOR TRADE, INDUSTRY AND  
TOURISM.
- 0930 - 1015 - INTRODUCTION AND ORIENTATION OF THE  
CONFERENCE
- 1015 - 1030 - TEA BREAK
- 1030 - 1245 - COMPANY PRESENTATION (BEDU) AND  
DISCUSSIONS
- 1245 - 1400 - LUNCH
- 1400 - 1630 - COMPANY PRESENTATION (SEDCO) AND  
DISCUSSIONS

TUESDAY 27 JULY

- 0830 - 1015 - COMPANY PRESENTATION (BEDCO) AND  
DISCUSSIONS
- 1015 - 1030 - TEA BREAK
- 1030 - 1200 - ILO PRESENTATION
- 1200 - 1245 - IDM PRESENTATION
- 1245 - 1400 - LUNCH
- 1400 - 1515 - PMM PRESENTATION
- 1515 - 1530 - TEA BREAK
- 1530 - 1630 - GROUP DISCUSSIONS ON SELECTED TOPICS

WEDNESDAY 28 JULY

- 0830 - 0930 - IYB PRESENTATION
- 0930 - 1015 - GROUP DISCUSSIONS ON SELECTED TOPICS
- 1015 - 1030 - TEA BREAK
- 1030 - 1245 - GROUP DISCUSSIONS ON SELECTED TOPICS
- 1245 - 1400 - LUNCH
- 1400 - 1515 - GROUP DISCUSSIONS ON SELECTED TOPICS
- 1515 - 1530 - TEA BREAK
- 1530 - 1700 - CLOSING DELIBERATIONS AND FORMULATION  
OF JOINT REPORT OF THE CONFERENCE
- 1900 - 2000 - CLOSING COCKTAIL PARTY

D I S P E R S A L

PROJECT IDEAPROJECT TITLE:

Sub-Regional Project on Rural Development (shortened version) (Small-scale Industry Development and Extension Services with Specific Reference to Application of Appropriate Technology and the use of Local Raw Materials).

GEOGRAPHICAL COVERAGE:

SADCC Sub-Region comprising Angola, Botswana, Lesotho, Malawi, Mozambique, Swaziland, Tanzania, Zambia and Zimbabwe.

PROJECT LANGUAGE:

English

PROJECT SITE OR VENUE:

One of SADCC countries possibly the Secretariat in Botswana.

STARTING DATE:

January 1983 or earlier if possible

DURATION:

Two years

DONOR CONTRIBUTION:

U.S. \$450,000

COOPERATING GOVERNMENTAGENCIES:

Countries in SADCC Sub-Region

## 1. BACKGROUND AND JUSTIFICATION

No comprehensive survey has so far been undertaken to establish the number, nature, type, geographical distribution, nature of technology in use, marketing outlets and problems, sources of financing, levels of employment, use of local raw materials etc., in the Small Enterprise Sector in the SADC Sub-Region.

The effective promotion and development of small entrepreneurs is dependent on a thorough knowledge of what currently exists in order to plan for the future. With the generation of basic data in the areas indicated above each of the countries can better plan and assist in the management of the Small Enterprise Sector. Moreover, these basic profiles would promote better Technical Cooperation in the entire sub-region. An ancillary objective will be to examine the nature and extent of the exploitation of local raw materials and technology needs for small entrepreneurs. Finally, on the basis of the data generated appropriate policy measures would be suggested for the development of small entrepreneurs both in terms of training and better regional integration/cooperation.

## 2. OBJECTIVES

- i. Undertake a survey of all SADC countries to catalogue and describe the present state of play in terms of small enterprises (including village-level projects) with respect to the following variables, inter alia:-
  - (a) level of investment
  - (b) employment
  - (c) sources of financing
  - (d) nature/type of technology in use
  - (e) turnover, markets, viability
  - (f) use of local raw materials
  - (g) rural/urban localisation (geographical distribution)
  - (h) on the basis of findings to organise training at both national and regional levels.

ii. Identify major problems by:-

- (a) functions, and
- (b) sectors and outline PRIORITY NEEDS in terms of Extension Services/Consultancy.

iii. Recommend and institutionalise a machinery for the sharing of knowledge, experience, technology, etc., throughout the SAUCC sub-region as a result of the findings thrown up in the survey.

### 3. OUTPUTS AND ACTIVITIES

i. The presentation of findings on:-

- (a) level, magnitude, distribution and problem of small-scale and village - level industries;
- (b) nature of technology in use and impact/implications;
- (c) level of use of local raw materials and associated problems;
- (d) geographical distribution of small enterprises within each country and sub-region as a whole;
- (e) major problems facing small entrepreneurs and ways and means of solution.

ii. Improvement in national and regional planning as a result of data generated. Furthermore, It would lead to the enhancement of integrated planning of large and small enterprises with respect to technology choice and use of local raw materials on a sub-regional basis.

iii. Better planning for the training of small entrepreneurs in each country.

- iv. Publication of Directory of Small Enterprises in SADCC sub-region for use by both public and private sectors.

#### 4. ACTIVITIES/METHODOLOGY

- i. A small Coordinating Committee would be set up from among SADCC countries with coopted advisory personnel from specialised agencies of UN and other multi-bilateral bodies;
- ii. Consultations would be undertaken with representatives of all SADCC countries to identify priorities and ratify the research approach.
- iii. Surveys would be conducted in each country by a local team made up of government representatives, specialised UN agencies and multi-bilateral agencies.
- iv. The survey findings would be processed and the report and recommendations presented to SADCC countries for policy and training purposes.
- v. Follow-up action with each government and SADCC Secretariat especially in relation to devising strategies for development of small enterprise sector.

#### 5. INPUTS

- (a) It is envisaged that the following advisory staff would be required from the Donor country:

- One Consultant for 24 m/ms.
- One Research Associate 24 m/ms.
- Secretarial Services
- Documentation
- Travel and Subsistence Allowance.

Estimated sum: US \$450,000

- (b) Initial technical advisory services would be provided by ILO, Geneva and Regional Staff in Southern Africa.
- (c) The duration of the project will be two years.

## 6. ASSUMPTIONS

- SADCC Secretariat and individual governments would provide staff to conduct the local survey and to generate other forms of data.
- Office accommodation would be made available in the country where the project is located.
- The agreement of all SADCC countries would be enlisted.

## 7. POTENTIAL SIGNIFICANCE

The development of the small enterprise sector would provide more employment, improve the use of local raw materials, enhance entrepreneurial capabilities, stimulate the informal sector and generally improve the welfare of the rural population. This is an area in which donor countries are interested and indeed emphasise. It is also one of the sectors being supported by the ILO especially in Eastern and Southern Africa where there is a dire and urgent need to improve the conditions of the rural people both nationally and regionally.

Martin J. Boodhoo  
Regional Adviser on Management Training  
and Small Enterprise Development,  
ILO Area Office, Lusaka,  
Zambia

ACTION PLAN

ITEM NO.	RESOLUTION	ACTION BY	REMARKS
1	That a regional conference for Small Enterprise Development Organisations be held on an annual basis commencing 1983, the venue being rotated among the 3 BLS countries.	IDM	Suggest this be once in 2 years for reasons mentioned in report
2	<p>That a Regional Advisory Council be established for the development of small to medium size enterprises : inter-alia its primary functions should be :-</p> <p>(a) collection and distribution of information of common interest to the organisations concerned</p> <p>(b) developing of a regional training programme</p> <p>(c) selecting what it considers appropriate technology and its application to enterprises and the use of local raw materials.</p>	<p>* SEDO's</p> <p>ILO</p> <p>BLS Governments</p>	A joint proposal could be submitted to the BLS Governments through ILO Regional Office. ILO Regional Advisor to coordinate with SEDOs
3	That ILO review the paper presented by the Regional Advisor for submission to the BLS governments regarding the proposals and strategies outlined therein	ILO	ILO Regional Advisor to present proposal
4	That IDM develops the training proposal presented at the conference with a view to launching a regional course geared to entrepreneur training needs on the basis outlined in the proposal	IDM	A training needs survey to be undertaken ab initio by IDM/SEDO's training staff
5	That BLS governments be encouraged to take a more positive posture in identifying products that do not require high technology or capital investment and commission small industry sectors to manufacture such products : that they ensure protection and in particular give preference to purchase of such products for government controlled organisation requirements	Individual SEDO's to approach their Trade & Commerce Ministries	Local chambers of Commerce & Government Trade Promotion Units could assist



6	That the proposal contained in Annex V (Annex 'D' to this report) of the Boodhoo paper be pursued and implemented	ILO Regional Advisor	Project document to be written for proposal to governments.
7.	That the "Improve Your Business" training packaged be adapted and launched on a regional basis in the future (with particular reference .. to BLS culture, language and needs)	IDM ILO	A joint meeting between ILO/IDM to review this scheme should be undertaken
8	That SEDO's explore the possibility of exchange of core staff in the BLS countries	SEDO's	Job descriptions could initially be circulated and exchange positions be identified
9	That IDM constructs and conducts a production management (techniques, costing and control) course on an in-country basis for entrepreneurs.	IDM	Perhaps this would be after a survey suggested at Item 4 above.
10	That Project lists be exchanged among the Small Business Organisations to investigate possibilities of initiating them where possible.	SEDO's	Projects Managers of SEDO's to initiate action



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